



## RESOLUTION

AUTHORIZING THE MAYOR OF THE CITY AND COUNTY OF HONOLULU OR HIS AUTHORIZED DESIGNEE TO APPLY FOR GRANT FUNDS AWARDED THROUGH THE 100 RESILIENT CITIES, FINANCIALLY SUPPORTED BY THE ROCKEFELLER FOUNDATION/ROCKEFELLER PHILANTHROPY ADVISORS, INC., AND TO ENTER INTO PRIVATE GRANT AGREEMENTS RELATED THERETO.

WHEREAS, Chapter 1, Article 8, Revised Ordinances of Honolulu 1990, as amended (ROH), requires that any private grant agreement or any amendments thereto which places an obligation upon the City and County of Honolulu (City) or any department or agency thereof shall require prior City Council consent and approval; and

WHEREAS, Section 1-8.1, ROH, defines a "private grant agreement" to mean any instrument in the nature of a contract, compact, memorandum of understanding or an agreement which is intended to be executed between the City and a private party where the private party agrees to furnish assistance, financial or otherwise, to support a City program or function in exchange for the City incurring an obligation; and

WHEREAS, the impacts of climate change on cities that are located in fragile ecosystems and along coasts of Oahu are well known. This includes the shocks such as hurricanes and floods, and stresses that affect cities on a day-to-day or cyclical basis – homelessness, sea level rise and coastal erosion, aging infrastructure; and

WHEREAS, in an effort to help cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21<sup>st</sup> century, 100 Resilient Cities Initiative (100RC), financially supported by the Rockefeller Foundation/Rockefeller Philanthropy Advisors, Inc. (RPA), awards a grant providing funding for a Chief Resilience Officer (CRO) and access to tools, funding, technical expertise, and other resources to its member cities in the 100RC Network; and

WHEREAS, in an effort to address the changes that will come about due to climate change, urbanization and globalization and in line with Resolution No 13-195 adopted by the Council of the City and County of Honolulu on September 11, 2013, the Office of Economic Development (OED) submitted an application for the 100RC grant on November 23, 2015, a copy of the City's application is attached hereto as Exhibit A and incorporated herein by this reference; and

WHEREAS, OED received notification that the City was awarded a 100RC grant with an Understanding of Mutual Commitment Agreement on May 24, 2016, a copy of the Understanding of Mutual Commitment Agreement (pages five and six of the 100 Resilient Cities 2016 Member Guide (Guide)) is attached hereto as Exhibit B and incorporated herein by this reference; and





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WHEREAS, the specific amount of the grant to be awarded and the form of the formal grant agreement between 100RC/RPA and the City has not yet been formally established; and

WHEREAS, the City will be required to designate an official and designee to execute, on behalf of the City, the Understanding of Mutual Commitment Agreement and any further agreements; and

WHEREAS, the City must hire a CRO, who will lead the citywide resilience-building process and engage stakeholders from across different government agencies, public and private sectors, and various communities to incorporate diverse perspectives and knowledge. The CRO will work with the Department of Emergency Management and other key officials; and

WHEREAS, a welcome call with the 100RC Team will be arranged, during which the details of the 100RC grant will soon be provided; and

WHEREAS, the City will use the funds in support of a CRO to advance the planning and strategy for confronting the challenges climate change will bring upon our island; and

WHEREAS, the City seeks approval of its application and authority to accept, expend, and execute the Understanding of Mutual Commitment Agreement and other agreements with the 100RC; now, therefore,

BE IT RESOLVED by the Council of the City and County of Honolulu that the application for the 100RC grant, attached hereto as Exhibit A, is hereby approved; and

BE IT FURTHER RESOLVED that the Mayor or the Mayor's designee is hereby authorized to:

1. Enter into, accept, expend, and execute the Understanding of Mutual Commitment Agreement with the 100RC on pages five and six of the Guide attached hereto as Exhibit B.
2. Enter into, accept, expend, and execute the formal grant agreement with RPA, on behalf of 100RC, a sponsored project of RPA, in substantially the same form as the draft agreement attached hereto as Exhibit C; and



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

No. 16-162

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3. Enter into, accept, expend, and execute any incidental or related agreements and documents in furtherance of the above agreements so long as such agreements and documents do not incur additional obligations on the part of the City; and

BE IT FINALLY RESOLVED that a copy of this Resolution be transmitted to the Executive Director of the Office of Economic Development, 530 South King Street, Room 400, Honolulu, Hawaii 96813.

INTRODUCED BY:

  
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(br)

DATE OF INTRODUCTION

**JUN 27 2016**

Honolulu, Hawaii

Councilmembers

## EXHIBIT A

**CCHNL 100RC APPLICATION FOR 2015**  
**SUBMITTED BY NV ON 11/24 AT 2:30pm**

**Country:** USA

**City:** Honolulu

**City Population (Numbers Only):** 350399

**Metro Area Population (Numbers Only):** 991788

**Phone number of the person who completed the entry form (Numbers only, including country code):** +18083759655

**Organization Name:** Office of Economic Development, City & County of Honolulu

**I heard about the 100 Resilient Cities Challenge via (select as many as applicable).**

- 100 Resilient Cities Challenge website
- Online international media coverage
- Web Search
- Forwarded Challenge email from family, friend, or colleague Organization other than 100 Resilient Cities Organization other than 100 Resilient Cities
- Palantir
- Social Media

**2. Select a total of four shocks that are most relevant to your city, and rank the shocks by order of the magnitude with which they affect, or threaten to affect your city. Rank each shock on a scale of 1-4, with "1" = the greatest risk to your city. Select 'n/a' in subsequent drop downs if you have recorded all relevant shocks but your selection does not total four.**

Shock 1. Hurricane, Typhoon, Cyclone

Shock 2: Tsunami

Shock 3: Rainfall Flooding

Shock 4: Infrastructure Failure

**2.1 Select a total of four stresses that are most relevant to your city, and rank the stresses by order of the magnitude with which they affect, or threaten to affect your city. Rank each stress on a scale of 1-4, with "1" = the greatest risk to your city. Select 'n/a' in subsequent drop downs if you have recorded all relevant stresses but your selection does not total four.**

Stress 1: Intractable Homelessness

Stress 2. Rising Sea Level and Coastal Erosion

Stress 3: Aging Infrastructure



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Stress 4: Shifting Macroeconomic Trends/Over Reliance on One Industry

**3. Select four shocks that have limited to no impact on your city, and rank the shocks by order of the least magnitude with which they affect, or threaten to affect, your city. Rank each shock on a scale of 1-4, with "1" = the least risk to your city. Select "n/a" in subsequent dropdowns if you have recorded all limited-impact shocks but your selection does not total four.**

Shock 1: Blizzard  
Shock 2: Heatwave  
Shock 3: Riot/Civil Unrest  
Shock 4: Landslide

**3.1 Select four stresses that have limited to no impact on your city, and rank the stresses by order of the least magnitude with which they affect, or threaten to affect, your city. Rank each stress on a scale of 1-4, with "1" = the least risk to your city. Select "n/a" in subsequent dropdowns if you have recorded all limited-impact stresses but your selection does not total four.**

Stress 1: Political Instability/Sectarian Violence  
Stress 2: Endemic Crime & Violence  
Stress 3: Declining population  
Stress 4: High unemployment

**4. Brief us on the long-term impact of your greatest existing or imminent stress. (211 of 250 word limit)**

**Greatest Stress:** Intractable Homelessness

As of January 2015 the "Homeless Point-in-Time Count" listed 4,900 homeless persons in the City and County of Honolulu; up from 3,600 in 2009. Alarming, almost 560 of these individuals comprise of families. The diverse demographic of our homeless complicate our arrival at solutions. Homelessness ranges from structured shelter settings, to those that have tents in "shanty towns" along beaches or in parks, and those that wander around with truly no shelter. In addition, there is a diverse social strata amongst the homeless, ranging from those that are temporarily homeless due to circumstance to those with mental issues that may refuse assistance. Climate Refugees now and in the future add significantly to this stress as they move to Honolulu to escape

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conditions such as that of the South Pacific. During the onset of disasters, this ever-increasing stress is a powder keg waiting to ignite into a shock, as many of the homeless choose to shelter along the coastline where they are vulnerable to hurricanes, tsunami, flooding, and even high surf. Furthermore, the same study found that 19% of unsheltered homeless in the County were concentrated in the area including Waikiki- the center of Honolulu's tourism industry- further adding to the stress of Honolulu's over-reliance on one industry.

### **4.1 Brief us on how your city will be impacted when your highest-ranking shock occurs. (224 of 250 word limit)\***

**Greatest Shock:** Hurricane, Typhoon, Cyclone

The short-term impact of a hurricane would be catastrophic, creating a life-threatening crisis and roughly 200,000-300,000 persons in need of immediate sheltering. Those that have perished and those with serious injuries may not receive immediate attention due to road-obstructing debris and the inability of first responders to access rural communities. Due to "just in time" delivery of commodities, there may only be 3-4 days' worth of food stocked in the city. If air or sea ports are damaged, the ability to deliver food to feed 1.2 million residents and nonresidents will be severely degraded or ceased. The hurricane will spur an immediate humanitarian crisis for 100,000+ visitors and 100,000+ military members of all branches and their families. All critical infrastructure in Honolulu are completely independent and cannot rely upon any neighboring "grid". Thus, electricity, fossil fuels, natural gas, freshwater systems, and other essential lifelines will be severely degraded or completely unavailable for at least several weeks, if not months. The long-term stress of homelessness will explode into a major crisis because many persons who are now unemployed and those subsisting in low-income housing may likely become homeless. Our economy will be devastated due to Honolulu's dependence upon the visitor industry. The island of Kauai had a 10-15 year recovery period for the local economy after Hurricane Iniki in 1992.

### **4.2 Select the last significant shock that occurred and briefly detail what happened and how your city reacted. (97 of 100 word limit)**

**Last Significant Shock:** Hurricane, Typhoon, Cyclone

Hurricane Iwa in November 1982 demolished 465 houses on O'ahu. In addition it damaged 1,712 houses, 21 hotels, 2 condominiums, and heavily damaged essential facilities on the largest military base on O'ahu. 1 person died from coastal surges. The storm felled utility poles



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along the West Coast of O'ahu; our most vulnerable rural communities were inaccessible for over three weeks due to the obstruction of a singular coastal highway. For a month, power outages plagued various parts of the island. Significant coastal flooding in Waikiki damaged hotels and posed an economic threat to our tourism epicenter.

**5. Of the four greatest shocks you listed in question 2, pick the one you are best prepared to face. Tell us why you are prepared to face this shock. (250 word limit)**

**Shock: Tsunami**

City and County of Honolulu is best prepared to face a tsunami. Within the past five years, there were two non-destructive tsunamis and one destructive tsunami. Each of these events required evacuation of all coastal areas, impacting over 89,000 residents and 90,000 visitors. Although the March 11, 2011 tsunami caused over \$3 million in damages to the City, we prevented any fatalities. Through extensive Emergency Public Information, a vetted evacuation plan, and excellent multi-jurisdictional and multi-disciplinary response, Honolulu residents are evacuated well ahead of any dangerous wave. Honolulu provides extensive public outreach on the dangers of tsunamis. In 2010, Honolulu leveraged the University of Hawaii in creating new scientific wave modeling data to update tsunami evacuation maps available to the public. In 2015, Honolulu again leveraged partnerships to create a new and groundbreaking "Extreme Tsunami Evacuation Zone," (XTEZ) which delineates an expanded zone to account for an unlikely, but catastrophic, tsunamigenic event. The XTEZ was created after an extensive inundation study by our partners at the University of Hawaii School of Ocean and Earth Science Technology (SOEST), in response to the "what if?" created by the 2011 Tohoku Tsunami. We partnered with the Hawaii Sea Grant Program to create a preparedness app for Apple and Android systems, "Ready Hawaii," which expands our tsunami preparedness messages and maps to the public. We lead the world in accurate and timely tsunami evacuation mapping, a better educated public, and greater responsiveness that shows Honolulu is best prepared for tsunamis.

**6. Of the four greatest stresses you listed in question 2.1, pick the one you are best prepared to face, Tell us why you are prepared to face this shock. (197 of 250 word limit)**

**Stress: Rising Sea Level and Coastal Erosion**

The stress that Honolulu is best prepared to face is Rising Sea Level and Coastal Erosion. Many of Hawaii's state and county planning and resource agencies are well-educated about coastal erosion and sea-level rise (SLR). In 2014 the Governor enacted Act 83 which requires the state and counties to develop climate adaptation plans based on the latest science. Act 83

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calls for the establishment of an Interagency Climate Adaptation Committee (ICAC). In response to these increasing threats, the ICAC continuously develops a statewide SLR Vulnerability and Adaptation Report (SLR Report) that expands upon ongoing collaborations with the University of Hawaii School of Ocean and Earth Science and Technology, the University of Hawaii Sea Grant College Program, the Pacific Islands Ocean Observing System, and the Pacific Islands Climate Change Cooperative. Data and mapping products will provide a basis for further analysis of vulnerabilities, socioeconomic ramifications, and recommendations for planning, management and adaptation to reduce vulnerability and increase resilience to SLR hazards. Additionally, Honolulu recently signed the *Aloha+Challenge*, Hawaii's six 2030 sustainable development targets, which includes a commitment to address resilience in the context of investments in natural capital, sea-level rise and coastal erosion, and smart sustainable communities.

### **7. Write about an experience that demonstrated a need for greater resilience in your city and how it impacted your city's ability to function. (155 of 250 word limit)**

As mentioned in 4.2, Hurricane Iwa and the resultant damages choked Honolulu's ability to provide core city services, exposed our operational vulnerabilities, and highlighted the detrimental effects of our dependency on non-City entities and resources across various sectors and disciplines. One example, that has since been repeated several times, is the failure of the electrical distribution system, including downed utility poles, which affected our transportation infrastructure, hindered first responders from accessing neighborhoods in need (especially on the west coast), and posed continuity issues for all sectors of our economy, particularly hotel properties. Given that Iwa only brushed Oahu, we are keenly aware that a direct hit by any future hurricanes will have a catastrophic impact on our city's ability to function. Geographic isolation, inter-dependencies that have second and third order effects, and a 3,000 mile-long supply chain are still resiliency issues Honolulu faces to this very day, even 32 years after Iwa's destruction.

**7.1 One of our four core offerings is support for the city, led by the CRO, to develop a City Resilience Strategy, a six to nine month transversal approach to diagnosing the city's shocks, stresses, and capacities as well as identifying actionable initiatives to address the resilience issues identified through the diagnostic. This process often involves building on existing plans of the city such as master plans and economic development strategies when they exist. It involves gaining perspectives from the community and private sectors, and necessitates collaboration among leaders in**



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**government. How would you integrate the 100RC Resilience Strategy process into your city's planning? Please detail how this process could align with your current planning around resilience. (160 of 250 word limit)**

The City Resilience Strategy proposed by 100RC would align with the City's eight Sustainable Communities/Development Plans, as well as the City's All-Hazard Pre-Disaster Mitigation Plan. The eight sustainable communities' plans are currently being updated, taking into effect sea level rise and other shocks and stresses in order to provide long-term strategy to current and future planners. In addition, the City's approved mitigation plan is due for statutory update in 2017; integration with the 100RC process would ensure the Resiliency Strategy, Community Plans, and Hazard Mitigation Plan all are meshed and harmonized. Much of Honolulu's planning is conducted through public-private partnerships such as the Oahu Metropolitan Planning Organization (OMPO). The OMPO Citizen Advisory Committee comprises community organization, professional associations, and the private sector; they are all stakeholders in the metropolitan transportation planning process. Honolulu maintains great perspective from the community through the neighborhood boards. There are thirty-three neighborhood boards throughout the entire City that exemplify participatory democracy at its finest.

**8. Name the three critical partners (i.e., current networks, stakeholders, collaborators) across the city with whom you believe you will need to engage to be successful.**

**Partner 1**

**Name of Partner:** Hawaiian Electric Company (HECO)

**Sector:** Private

**List any concrete examples of planned or completed work. (97 of 100 word limit)**

With all of Honolulu dependent on Hawaiian Electric, we've partnered on training seminars and exercises to ensure that HECO and City personnel understand their role in emergency operations and procedures, particularly during a disaster event. HECO personnel also assist the city as a liaison between the electric utility incident command post and our Department of Emergency Management (DEM). We also work with HECO on policy and procedures to meet new state laws requiring utilities to generate 100 percent of electricity sales from renewable energy resources by 2045, which increases our resilience by decreasing reliance on foreign oil.

**Describe how you'll include them in developing and executing a resilience plan (66 of 100 word limit).**

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Unlike interconnected electric utilities on the U.S. mainland, Honolulu County's grid, as operated by Hawaiian Electric, is not connected to any other electric utility. Joint training helps any and all coordination between DEM and the electric utility. Honolulu and HECO must continue its working relationship based on reliability, as is paramount to build resilience for daily operations of Honolulu's electric grid—even more so during disasters.

#### **Partner 2**

**Name of Partner:** Kamehameha Schools Bishop Estate

**Sector:** Private

**List any concrete examples of planned or completed work. (85 of 100 word limit)**

Kapalama Canal Catalytic Project (KCCP): Honolulu has partnered with KSBE to redevelop the low-income neighborhood near the planned Kapalama transit station. The initial phase will create a two-block-long affordable housing complex and park, to include 'living street' plans for the roads and park, and green infrastructure techniques to reduce and clean storm-water runoff into the adjacent canal and harbor.

The City has completed the Draft Kalihi Neighborhood TOD Plan, in partnership with KSBE, neighborhood residents, businesses, and Honolulu Community College (also adjacent to the Canal).

**Describe how you'll include them in developing and executing a resilience plan. (75 of 100 word limit)**

Forged by previous projects and strengthened by the KCCP, the partnership with KSBE—one of the city's largest landowners—is integral to future affordable and workforce housing plans. For Honolulu, the KCCP will be a demonstration of solutions for underserved communities in dire need for affordable housing and greater access to jobs, education, and services. Through joint efforts on the KCCP, Honolulu will develop best practices and policies needed to address the lack of affordable housing.

#### **Partner 3**

**Name of Partner:** University of Hawaii

**Sector:** Academia

**List any concrete examples of planned or completed work. (92 of 100 word limit)**

University of Hawaii (UH) Sea Grant College Program (Hawaii Sea Grant) and School of Ocean and Earth Science and Technology (SOEST) have assisted with past and present climate and coastal hazards research used in this application, and will serve alongside Honolulu County



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officials on ICAC and has provided significant support for climate and hazards policy and disaster recovery protocols. UH Economic Research Organization (UHERO) assisted with past and present research used in this application, and will assist with economic research, data, forecasts, and analysis with regard to resilience priorities and cost-benefit analysis.

#### **Describe how you'll include them in developing and executing a resilience plan. (82 of 100 word limit)**

The data and research, and education and outreach, obtained from and provided by both Hawai'i Sea Grant and UHERO has been integral to proper analysis and in-depth understanding of Honolulu's vulnerabilities and resilience efforts to this day and into the future. With regard to the resilience portfolio developed with 100RC, Honolulu will tap both Hawaii Sea Grant and UHERO for research-based forecasts in order to create and bolster data-driven policies and initiatives (i.e., informed decision-making) that move Honolulu towards greater resilience.

#### **8.1 One of the main offerings 100 Resilient Cities provides is access to a platform of services and partners. Has your city previously engaged in a partnership with large private sector actors? Yes**

*If yes, briefly describe that experience. (100 of 100 words)*

For the Honolulu rail project, the Honolulu Authority for Rapid Transportation works with Parsons Brinkerhoff, CH2M Hill Inc., and Kiewit. Waste Management of Hawaii oversees the city's Waimanalo Gulch Landfill. Honolulu Resource Recovery Venture, under Covanta, operates H-Power Waste-to-Energy Plant. Synagro operates the Sand Island Wastewater Treatment Plant. Oahu Transit Services works with Department of Transportation to operate the city's public bus and para-transit systems. Veolia North America was contracted to design/build/operate the Honouliuli Water Reclamation Facility, owned by the Honolulu Board of Water Supply- Veolia continues as operations and management service provider. Swiss Re is Honolulu's reinsurer.

#### **8.2 Please detail any significant past engagements (other than those listed above) with external partners, i.e. public, private, local civil society, international NGOs, or academia. (99 of 100 word limit)**

The City fostered the creation of the Telecommunications and Utilities Group (TUG) in response to an earthquake in 2006. During the City's response to the earthquake, multiple providers sent

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representatives to the Emergency Operations Center (e.g. Sprint, Verizon Wireless, T-Mobile) making the limited space even tighter. After that event we worked with the telecommunication providers and utility companies to form the TUG. The TUG consolidates competitors from the two industries that have one common goal: Resilience. This creates a single point of contact and a single EOC presence that streamlines and strengthens our partnership with the two industries.

### **8.3 Include website links to the critical partners and networks with whom you already engage.**

<http://www.uhero.hawaii.edu/>;

<http://www.soest.hawaii.edu/soestweb/Soest.departments.htm>;

<http://collaborate.csc.noaa.gov/PRI/MO/Pages/index.aspx>;

<http://planning.hawaii.gov/czm>;

<http://seagrant.soest.hawaii.edu/>;

<http://climateadaptation.hawaii.gov/>

<http://hawaiiagreengrowth.org>

### **9. Select the first three priority areas you intend to address for the launch of your resilience plan.**

Priority Area 1: Minimal human vulnerability

Priority Area 2: Continuity of critical services

Priority Area 3: Integrated development planning

**10. Please attach your letter of support from the chief executive officer of your city. This letter must (1) clearly state that the city's chief executive officer agrees with all answers to the questions found within this application, (2) indicate a commitment to providing the necessary support if the city is selected for the 100 Resilient Cities program, and (3) briefly detail the city's capacity and willingness to adopt and implement a citywide strategy.**

City Chief Executive Officer's First Name: Kirk

City Chief Executive Officer's Last Name: Caldwell



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Title: Mayor of the City & County of Honolulu

Position Type: Elected

Time served in office (# months elapsed from entering office until present day): 34

Duration of their remaining tenure (# months remaining in term of office): 13

Eligible for another term: Yes

If yes, how long is the term (# months): 48

**Name, email address, and phone number to reach the appropriate point of contact in this office (e.g. the mayor's executive assistant)**

Support Contact First Name: Nicole

Support Contact Last Name: Velasco

Email Address: nvelasco@honolulu.gov

Phone Number (Numbers only, including country code): +18083759655

**Name, email address, and phone number to contact the chief press officer**

Press First Name: Jesse

Press Last Name: Broder Van Dyke

Email Address: jbrodervandyke@honolulu.gov

Phone Number (Numbers only, including country code): +18087686928

**11. Cities are currently integrating the role of Chief Resilience Officer (CRO) using various approaches; the following outlines models that are being implemented across the globe. Select the model of greatest interest to your city based on the city's structure and needs:**

**Model A. An existing staff member becomes the city's CRO, and resilience is a new portfolio.**

*For example: A city combines the Office of Emergency Management (OEM) and Office of Climate Change into a single department: The Office of Resilience. The former head of OEM is appointed CRO and reports directly to the Mayor. All the employees of the two formerly separate departments report to this new CRO.*

**Model B. An existing staff member becomes the city's CRO. The employee retains**

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**components of an existing portfolio, and adds a focus on resilience.**

*For example: A city appoints the Chief of Preparedness as CRO, adding resilience to her portfolio. The city then hires an additional staff member to ensure the efforts are sustainable.*

**Model C. The CRO is a new staff member; the portfolio is new.**

*For example: A city creates a new Office of Resilience and hires an outside employee to run it. No existing city departments are altered. The CRO coordinates across all government silos to create a resilience strategy.*

**Model D. The CRO is a new staff member; the portfolio is existing or merged with other functions.**

*For example: A city merges the Department of the Environment and the Earthquake Preparedness office, creating a new resilience office headed by a CRO hired from outside the government. The employees from the formerly separate departments all report to the CRO, who reports directly to the Mayor.*

- **Select Model: C**

**11.1 Describe the reason why the model that you selected will work best for your city, including the political support you have in place to support this structure, (94 of 100 word limit)**

The creation of the CRO as a new position is necessary to allow full mobility for cross-silo integration of resiliency efforts. For the sake of direct reporting to top city officials, the CRO will report to the Managing Director who reports to the Mayor, our city's chief executive. Creating this role anew is much easier than a reallocation, and will ensure that collective bargaining and civil service restrictions do not inhibit the creation of nor hamper the role once in existence. The Mayor is committed to the creation of this role in this manner.

**12. Outline your vision for the Chief Resilience Officer, including the proposed CRO reporting structure you plan to implement if your city is selected as a network member. Please also indicate if your city already has any similar position to the CRO role. Note that 100 Resilient Cities values CRO structures in which the CRO reports directly to the city's chief executive or to his / her direct reports. (120 of 250 word limit)**

A similar position to the CRO role does not currently exist in the City & County of Honolulu. Established via Model C, the CRO will directly report to the Managing Director who reports to



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the Mayor, our city's chief executive. The CRO will be the executive and primary point-of-contact responsible for the development and implementation of Honolulu's resiliency portfolio, and the incorporation of existing materials of relevance. The CRO will be Honolulu's designated liaison for internal communications within the city, as well as external communications with 100RC, related service providers, and stakeholders. The CRO will have access to resources made available via the respective offices of Mayor and Managing Director, as well as leveraged support from partners identified throughout this application.

**12.1. In order to build and implement an effective resilience strategy, the city must convene its own resources in addition to what 100RC provides (i.e. a CRO and technical assistance funding). We have discovered three items which are vital for success: staff support and administrative personnel for the CRO; a leadership body such as a steering committee or task force to advise and accelerate the priorities; a dedicated department, policy office, or bureau for resilience with an operational budget to aid in travel, production of publications, public events, etc. Please describe if and how you are intending to provide these items to your Chief Resilience Officer. (100 word limit)**

The CRO would have administrative and staff support through the Mayor's Office and the Department of Emergency Management (DEM), and a leadership body through the Civil Defense Advisory Commission. The Advisory Commission comprises community leaders, partners, and other stakeholders who advise the Mayor and DEM. Funding for various expenditures would likely be comprised of discretionary funds from city agencies such as DEM, the Managing Director's Office, Department of Facility Maintenance, etc. Use of City facilities would be made available to the CRO for public events. Additional funding would be sought from city partners participating in the resiliency effort.

**13. We appreciate that cities need to start large projects at different times based on their elections cycles, budgeting processes, etc. Please select your city's preferred month in 2015 to begin planning and implementing your resilience plan. To better understand and adequately plan for the work undertaken during the first few months, the current 100 Resilient Cities Engagement Cycle is roughly as follows: Months one and two center on city onboarding; an initial strategy workshop, with stakeholders from across silos and sectors, happens at the end of month three. The CRO recruitment process takes place during months three and four. The strategy development phase – an intensive period — occurs over six to nine months, starting at the beginning of month five.**

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**Select the preferred month to begin planning and implementing your resilience plan (e.g. March).**

- February

Our hurricane season will likely extend into January thus beginning in February will allow for review and update of documents/plans prior to the arrival of the CRO. February is also before our budget season begins, thus we will incorporate needs of the CRO into our budget.

**14. Has your city previously accepted grants from international civil Society organizations?**

No

**14.1. If yes, how did you collect this grant (e.g. did you receive it directly, have a fiscal sponsor).**

N/A .

**14.2 Detail the nature and length of the grant (e.g. technical assistance infrastructure planning grant that lasted 24 months).**

N/A

**15. 100 Resilient Cities is interested in the possibility of testing partnerships among adjoining municipalities that have both applied for the Challenge. Are there any adjoining cities that you would be interested in partnering with while developing your resilience strategy and, if so, which?**

**City:** Due to our regional isolation we do not have any adjoining municipalities, but are willing to work with a of number entities. Though our geography is quite unique, other municipalities share similar challenges. A few cities that have already received the award that may make good colleagues include: Da Nang, Jacksonville, Sydney and Semarang. The argument could be made to include Honolulu with the Oceania region as opposed to North America.

**Point of Contact**

**First Name:**

**Last Name:**

**Title:**



## **EXHIBIT A**

**CCHNL 100RC APPLICATION FOR 2015  
SUBMITTED BY NV ON 11/24 AT 2:30pm**

**15.1 Do you know if they are applying?**



# **100 Resilient Cities Member Guide**

100 Resilient Cities is financially supported by The Rockefeller Foundation and managed as a sponsored project by Rockefeller Philanthropy Advisors (RPA), an independent 501(c)(3) nonprofit organization that provides governance and operational infrastructure to its sponsored projects.



PIONEERED BY THE  
ROCKEFELLER FOUNDATION

# 100 RESILIENT CITIES

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## SECTION 1. CELEBRATE

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### WELCOME LETTER

May 2016

Welcome, Honolulu.

Congratulations! We are honored to invite you to join the 100 Resilient Cities Network. You are now an integral member of the leading community of pioneers, innovators, and highly esteemed cities ready to build urban resilience across the globe.

The selection process was highly competitive, and the fact that you have been chosen shows that you are ready to work collaboratively to face the challenges of today and tomorrow. As you are aware, the number of people living in cities is projected to rise from 50% today to an estimated 70% by 2050. At the same time, natural and man-made threats to these cities are becoming more frequent and more intense. So how will we confront these changes? That answer is the reason 100 Resilient Cities was created: we will do it together, collaborating between the city and 100RC; among a wide range of city stakeholders; and across the cities in our network. And we will do it with access to innovative solutions from the private, NGO, government, and academic sectors.

Through this approach, your city will have the resources and structure needed to take full advantage of resilience-building opportunities. Your city will also receive the collateral benefits of building resilience in a smart way — yielding a “resilience dividend” that will be reflected in your economy, in the opportunities available to your citizens, and in your budget.

You join our network at an exciting time. In just three years, our members have already begun to see the benefits of building resilience in their cities and are actively sharing the secrets behind those successes. We’ve seen cities reorganize their governments around resilience, secure hundreds of millions of dollars from external sources, and engage new partners and stakeholders to support this work. Importantly, cities are launching new projects and initiatives, from implementing new technology to map and prepare for the impacts of climate change, to new risk-transfer solutions to finance infrastructure and prepare for a disaster, to efforts to address barriers to social cohesion.

As you read this, our work is happening across the globe. More than 50 Chief Resilience Officers have been appointed; tens of thousands of stakeholders have been engaged in developing City Resilience Strategies; and more than 60 cities are working day in and day out to build groundbreaking, tangible, and actionable Resilience Strategies.

Now it is your turn. You are ready to rise to the challenge of building a more resilient city, and



we are ready to apply our learning and vast support network to help you achieve that goal. The next year will be full of exciting changes — some straightforward, some more complex — as we begin this journey together, and we know it will yield great benefits for your city and citizens.

We look forward to what's to come.

A stylized handwritten signature in dark ink, consisting of a series of loops and a long horizontal stroke.

**Michael Berkowitz**

*President*

100 Resilient Cities

A handwritten signature in dark ink, featuring a large, stylized 'B' and 'L' followed by a horizontal line.

**Bryna Lipper**

*Vice President, City Relationships*

100 Resilient Cities

## SECTION 2. AGREE

Upon reading the following Understanding of Mutual Commitment, the City Leader (Mayor or Chief Executive) and the person assigned as the initial, primary point of contact between your city and 100RC should indicate agreement by signing and returning this document to [challenge@100resilientcities.org](mailto:challenge@100resilientcities.org) by **June 15, 2016**. If obtaining the City Leader's signature will cause significant delays due to approval processes, etc., please contact us to devise an alternative plan. Please note that the terms between the city and 100RC will be finalized in a formal grant agreement between the two parties.

### UNDERSTANDING OF MUTUAL COMMITMENT

We at 100 Resilient Cities believe strongly that our collective success is rooted in shared commitments with each member city. We designed this program and its offerings to support your city's resilience goals and vision. To that end, we are dedicated to delivering some of the world's best resources to equip your city for success in this partnership.

Your application to the 100 Resilient Cities Challenge indicated strong dedication to collaboration and public engagement, executive support and access for the Chief Resilience Officer, creation of an integrated Resilience Strategy, and active participation in a peer network. We selected your city in part because of these common values. We have summarized below the principal commitments between 100RC and each member city that are essential for our joint success.

The City is eligible to receive the following from 100RC:

1. Funding to the City to retain a Chief Resilience Officer (CRO) for no less than two years.
2. Technical and capacity-building services and support for the development and execution of a Resilience Strategy for the City in cooperation with the community, various stakeholders, and municipal officials.
3. A dedicated Associate Director of City Relationships who will work closely with the CRO and other designated personnel to support the city's resilience-building goals, assist with timely execution of milestones, and help reduce barriers wherever possible.
4. Inclusion in a 100RC peer-to-peer and learning network among member cities, creating opportunities for professional development, shared experiences and best practices, and exchange of innovative Resilience Strategies among CROs and other city officials.



5. Access to the 100RC Platform of Partners, providing resources to enable implementation of Resilience Strategies and resilience-related initiatives, including finance, technology, infrastructure and land use, building and design, communications, community engagement, and many more.

The City will:

1. Participate in the full 100RC program, including committing to inclusive and broad-based engagement that seeks input and participation from diverse stakeholders both inside and outside of government.
2. Ensure substantial involvement from the City Leader, municipal government, and senior officials in key milestones throughout the Resilience Strategy process.
3. Commit to hiring a CRO at a senior level within municipal government, and collaborate with 100RC around the selection of a candidate, placement within the government, and reporting structures.
4. Engage in and contribute to the 100RC Network, focused on building a professional field of resilience practitioners, sharing lessons and practices, and wherever possible acting as an advocate and liaison to non-100RC members in your region and around the globe who are interested in learning how to create Resilience Strategies.
5. Leverage applicable tools, services, and partners from the 100RC Platform as your city develops and implements its Resilience Strategy.
6. Encourage cooperation across municipal functions and authorities for the purpose of developing a comprehensive resilience strategy.
7. Provide timely reports, evaluations, and grant monitoring to 100RC.
8. Engage in a transparent and collaborative partnership with 100RC based on principles of building holistic city resilience and work with 100RC to understand and navigate changing local circumstances as they arise.

We, the undersigned, understand that the above commitments are central to the success of each member city of the network, and confirm that we will put forth every effort to fulfill each of them.

**(City Leader's Signature)**

**(Point Of Contact's Signature)**

*(Title, City)*

*(Point of Contact's Title)*

## SECTION 3. SHARE

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### PRESS PACKET

We know you are excited to talk about 100 Resilient Cities. So are we. We encourage you to share the news of your selection after **12:01AM Eastern Daylight Time (GMT-4), May 25, 2016**. We are providing you with tools and resources to help proactively share the good news, as well as respond to questions on what it will mean to be a part of the 100RC Network and what your city's residents can expect as a result.

For press queries, please contact Maxwell Young at [myoung@100resilientcities.org](mailto:myoung@100resilientcities.org) or Andrew Brenner at [abrenner@100resilientcities.org](mailto:abrenner@100resilientcities.org).

A few items to keep in mind: 100RC will issue a global press release on May 25 revealing the cities selected for the 100RC Network. You are encouraged to conduct media outreach (such as a press conference, media interviews, and editorial board meetings) in your city and we will provide you with the following tools, including the press release, to complement your media efforts:

1. Draft press release announcing your selection that you can tailor as needed (our logo for use in this release can be found [here](#))
2. Social media package with suggested content to adjust as you like
3. Talking points or sample pitch to local reporters regarding the announcement
4. Op-ed template that allows your city to easily share the news of the recent selection
5. Branding and identification materials, the guidelines for brand and name use

Also please note that 100RC will be putting out a press release in your local market, and will thus be in contact with the chief press officer you listed in your application.

All materials are also available at <http://www.100resilientcities.org/pages/welcome-new-100-resilient-cities-members-2016>. We encourage you to use the member identification materials and 100RC logo housed on this site when distributing your press release. Please contact [media@100resilientcities.org](mailto:media@100resilientcities.org) for any outstanding press queries.

While this is not an exhaustive list of what you may need in order to talk about the network, we hope it is a helpful guide to the types of materials that will garner media attention around your city's participation in the 100RC Network.

**Important note:** You are not to reach out to the media or otherwise inform anyone of your selection to the Network until **12:01AM Eastern Daylight Time (GMT-4), May 25, 2016**.



## PRESS RELEASE

### 100 Resilient Cities — Pioneered by The Rockefeller Foundation, selects [Your City Name] as winner of the 100 Resilient Cities Challenge

[CITY] part of final group of cities selected in highly competitive global grant process

[CITY] will soon appoint a Chief Resilience Officer to lead local efforts in building a comprehensive Resilience Strategy

[YOUR CITY NAME], May 25, 2016 — [CITY] Mayor [NAME] welcomed an announcement today from 100 Resilient Cities (100RC) — Pioneered by The Rockefeller Foundation, selecting [CITY] to join the 100RC Network to build urban resilience. [YOUR CITY NAME] is among the final cohort of cities invited to join the worldwide 100RC Network. As a member of 100RC, [CITY] will gain access to tools, funding, technical expertise, and other resources to build resilience to the challenges of the 21st century. Mayor [NAME] said entrance into the 100RC Network will help [CITY] fight the resilience challenges of [INSERT PRIMARY CHALLENGES].

As the number of people living in urban areas grows from 50 percent today to an estimated 70 percent in 2050, cities around the world face huge deficits in preparedness for rapid growth and natural and man-made disasters. 100RC's new member cities are joining an elite international group proactively preparing to face any challenge that lies ahead.

Mayor [NAME] said: “[CITY]’s selection to join the 100 Resilient Network is not only a significant honor but also will give [CITY] the tools to support a better [CITY] today, tomorrow, and for future generations to come. Our application recognized [CITY]’s commitment to [NAME KEY RESILIENCE CHALLENGES].” [MAYOR] continued, “As a new member of 100 Resilient Cities, we can work with the best in the private, government, and non-profit sectors in developing and sharing tools to plan for and respond to the resilience challenges ahead.”

“We are so proud to welcome [YOUR CITY NAME] to 100 Resilient Cities,” 100RC President Michael Berkowitz said. “We selected [YOUR CITY NAME] because of its leaders’ commitment to resilience-building and the innovative and proactive way they’ve been thinking about the challenges the city faces. We’re excited to get to work.”

“For us, a resilient city has good emergency response and meets its citizens’ needs,” Berkowitz continued. “It has diverse economies and takes care of both its built and natural infrastructure. It has effective leadership, empowered stakeholders, and an integrated planning system. All of those things are essential for a resilient city.”

Momentum from 100RC’s two earlier challenges made this year highly competitive, spanning more than 80 countries across six continents. [YOUR CITY NAME] was chosen from more

than 325 applicants on the basis of their willingness, ability, and need to become resilient in the face of future challenges. The application process showed each city's unique vision for resilience, a long-term commitment to building resilience in a way that connects silos of government and sectors of society, and specific attention to the needs of poor and vulnerable citizens. Applicant cities also demonstrated the willingness to be leaders in urban resilience, sharing learning experiences and becoming a model for other cities across the globe.

Member cities were selected upon the recommendation of distinguished judges from around the world, including: **A. Eugene Kohn**, Chairman of Kohn Pedersen Fox Associates; **Acha Leke**, Director at McKinsey & Co Africa, Co-Founder of African Leadership Network; **Ann Fudge**, Vice-Chair and Senior Independent Director of Unilever; **Charlotte Petri Gornitzka**, Director-General of Swedish International Development Cooperation (SIDA); **Dan Doctoroff**, CEO of Sidewalk Labs; **Dr. Judith Rodin**, President of the Rockefeller Foundation; **Kai-Uwe Bergmann**, Partner at the Bjarke Ingels Group; **Michael Kocher**, General Manager at Aga Khan Foundation; **Nachiket Mor**, Former Director and Current Board Member, Reserve Bank of India and Senior Advisor to the Bill & Melinda Gates Foundation; and **Nena Stoiljkovic**, Vice President, Global Partnerships at the IFC.

Selected cities are now part of a global community of cities working together to build urban resilience. In the months ahead, as part of the 100RC Network, [CITY] will be eligible to receive grant funding to hire a Chief Resilience Officer, who will lead the citywide resilience-building process and engage stakeholders from across different government agencies, public and private sectors, and various communities to incorporate diverse perspectives and knowledge. [CITY] will also receive technical support to develop a Resilience Strategy that reflects the city's distinct needs, and the support and services they need as they work toward implementing that strategy. Each new network member will gain access to a variety of 100RC Platform Partners in the private, public, academic, government, and nonprofit sectors. Partners offer tools and services valued at more than \$180 million USD at no direct cost to 100RC members, in areas such as innovative finance, technology, infrastructure, land use, and community and social resilience. Finally, the cities will be linked together in a global network so they can learn from each other's challenges and successes.

CONTACT: [CITY]: [INSERT CITY'S PRESS OFFICER CONTACT INFORMATION]

100RC: [Media@100resilientcities.org](mailto:Media@100resilientcities.org)

### About 100 Resilient Cities — Pioneered by The Rockefeller Foundation

100 Resilient Cities (100RC) — Pioneered by The Rockefeller Foundation — helps cities around the world become more resilient to social, economic, and physical challenges that are a



growing part of the 21st century. 100RC provides this assistance through funding for a Chief Resilience Officer in each of our cities who will lead the resilience efforts; resources for drafting a Resilience Strategy; access to private sector, public sector, academic, and NGO resilience tools; and membership in a global network of peer cities to share best practices and challenges. For more information, visit: [www.100ResilientCities.org](http://www.100ResilientCities.org).

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## SOCIAL MEDIA PACKAGE

Share your 100 Resilient Cities Network member status via social media with the following suggested messaging, tailored to fit diverse tones and platforms. Also included are two graphics to add to social media posts, designed to generate even greater excitement around your selection. Posting social media content around your announcement is a great way to begin local engagement early and start connecting with key stakeholders. **Please do not post about your selection until 12:01AM Eastern Daylight Time (GMT-4), May 25, 2016.**

### Technical Details for Posting

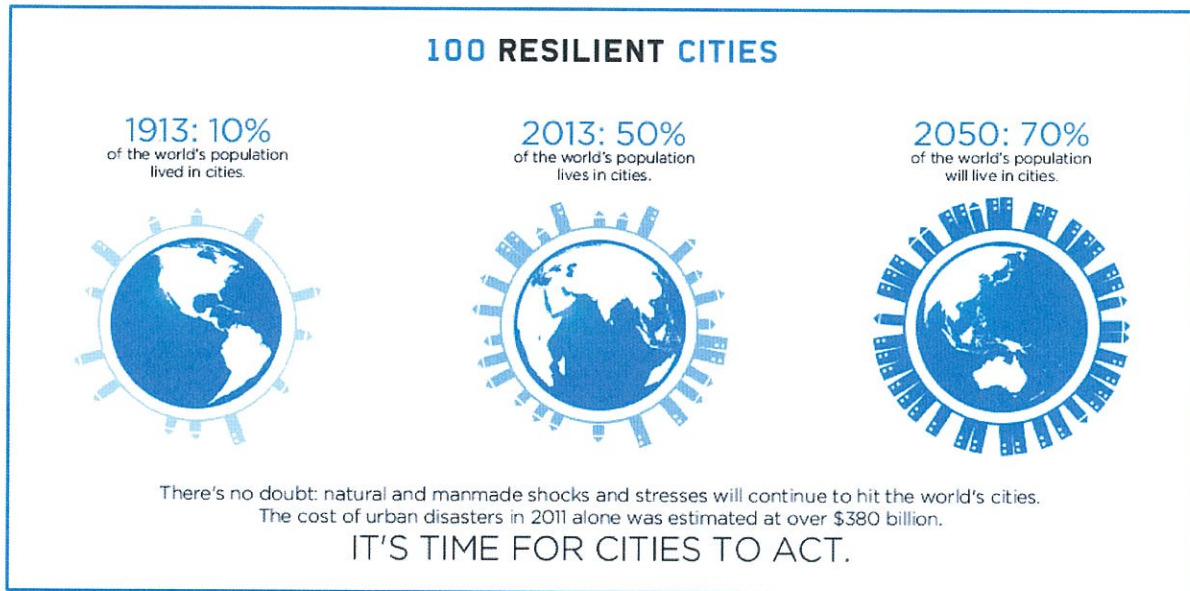
Please note that you can also just copy-paste the sample social media posts, without adding anything else except images. Our handles are already included in these where appropriate. To tag 100RC in any tweets you compose yourselves, just add “@100ResCities” to the end of the tweet, or work it into the tweet itself, replacing the use of our name, “100 Resilient Cities” with the Twitter handle. On Facebook, you must physically type “@100 Resilient Cities - Pioneered by The Rockefeller Foundation,” although you may see our name appear as a clickable button when you’re about half way through typing that, at which point you can click it, stop typing, and our name should appear.

Graphic 1:





Graphic 2:



Click the following links to download the graphics if you want to upload them to use on social media:

[Graphic 1](#)

[Graphic 2](#)

#### Facebook

- **General announcement:** [YOUR CITY NAME] has been selected as a member of @100 Resilient Cities – Pioneered by The Rockefeller Foundation! See what's in store for our city: <http://www.100resilientcities.org/WhatIs100RC2016> [UPLOAD GRAPHIC 1]
- **Formal announcement:** 325 cities applied to the 100 Resilient Cities Challenge. [YOUR CITY NAME] was one of 37 selected this year to join @100 Resilient Cities – Pioneered by The Rockefeller Foundation, to build resilience to our shocks and stresses. We are honored to take part in this movement. See what cities have done to date: [www.100ResilientCities.org](http://www.100ResilientCities.org)
- **Conversational announcement:** The time for urban resilience is now. We are one of 100 pioneering cities from across the globe selected to receive support to build resilience to the shocks and stresses of our world. This means we're working to make [YOUR CITY NAME] stronger and better, now and for the future. Celebrate with us by sharing this good news. <http://www.100resilientcities.org/Challenge> [UPLOAD

## GRAPHIC 2]

- **Informational announcement:** What is urban resilience and what will it mean for you? [YOUR CITY NAME] is working with 99 other select cities across the globe to survive, adapt to, and grow in the face of our biggest challenges. To enable our city to better confront natural and man-made disasters and disruption, we joined @100 Resilient Cities – Pioneered by The Rockefeller Foundation.

Share this to help us spread the word.

<http://www.100resilientcities.org/WhatIs100RC2016> [UPLOAD GRAPHIC 1]

- **Mobilizing announcement:** How can our city be more resilient? As part of 100 Resilient Cities, [YOUR CITY NAME] is committed to building urban resilience in our city and across the globe.

Join the conversation by telling us here how you'd build resilience in your community, and visit @100 Resilient Cities – Pioneered by The Rockefeller Foundation to learn more. <http://www.100resilientcities.org/WhatIs100RC2016> [UPLOAD GRAPHIC 1]

- **Share and build support announcement:** Why did [YOUR CITY NAME] join @100 Resilient Cities – Pioneered by The Rockefeller Foundation? Because the need for urban resilience has never been greater, and we want to be ready for whatever shocks and stresses we face next. <http://www.100resilientcities.org/Challenge> [UPLOAD GRAPHIC 2]

## Twitter

- We just joined @100ResCities & 99 other cities to build #ResilientCities: <http://www.100resilientcities.org/Challenge> [UPLOAD GRAPHIC 1]
- .@100ResCities is @RockefellerFdn's \$164 million pledge to build #ResilientCities globally. We just joined! <http://www.100resilientcities.org/WhatIs100RC2016> [pic.twitter.com/TW09rPe7so](http://pic.twitter.com/TW09rPe7so)
- We are committed to building resilience across the globe. Tell us how you are building resilience. @100ResCities #ResilientCities [pic.twitter.com/TW09rPe7so](http://pic.twitter.com/TW09rPe7so)
- How can cities address the challenges of tomorrow? Check out @100ResCities: <http://www.100resilientcities.org/WhatIs100RC2016> #ResilientCities [UPLOAD GRAPHIC 1]
- Your city is a @100ResCities pioneered by @RockefellerFdn member! See what's in store for us: <http://www.100resilientcities.org/Challenge> [pic.twitter.com/TW09rPe7so](http://pic.twitter.com/TW09rPe7so)



Use this tweet to drive users to view the live-streamed announcement. Please wait **until 12:01AM Eastern Daylight Time (GMT-4), May 25, 2016 to share this:**

- [@YOUR CITY HANDLE] is a @100ResCities Member! Watch now:  
[<http://www.100resilientcities.org>] @RockefellerFdn #ResilientCities [UPLOAD GRAPHIC 1]

Follow-up Tweets after posting your announcement:

- Why @100ResCities? Because the world is urbanizing and #ResilientCities will be ready for the next challenge. [UPLOAD GRAPHIC 1]
- What is @100ResCities and what does it mean for us?  
<http://www.100resilientcities.org/WhatIs100RC2016>

## OP-ED TEMPLATE

Your recent selection is very exciting, and people will be curious about what it means. So let's get them talking. We have included some suggestions below to help guide you as you get the conversation going with local media. Submit this news as an op-ed to newspapers, use it as a blog post for your city's websites, send it in to local radio shows, use it as talking points at town hall meetings — anywhere you think people will be interested and engaged. Feel free to use the template below (filling in the relevant information if you wish to customize the piece). We recommend the op-ed come from your city's mayor or other prominent local official.

### Why we're joining the 100 Resilient Cities Network

**Give relevancy and perspective by starting with a strong stance on why yours is the perfect city to become a worldwide leader for resilience. Try to make it regional and personal to your audience (suggested text included below — for those who do not wish to customize this section, a generic version follows the customizable option).**

[CITY] is not a city to turn away from a challenge. We are a crucial hub for [INSERT CITY BENEFITS; E.G., INDUSTRY, ART, CULTURE, ECONOMIC GROWTH], offering [INSERT SOME POSITIVES ABOUT YOUR CITY AND THE CITY'S RELEVANCE CULTURALLY, SCIENTIFICALLY, GOVERNMENTALLY, OR TO ITS REGION OR PEOPLE]. We've had to face [INSERT TWO OR THREE PAST CHALLENGES; E.G., POPULATION GROWTH, NATURAL DISASTER OR FEAR OF NATURAL DISASTER, OR A STORY ABOUT THE MOMENT THAT BROUGHT YOU TO REALIZE THE IMPORTANCE OF BUILDING URBAN RESILIENCE IN YOUR CITY], always knowing that there's room to learn and grow, and looking for better ways to be prepared for what comes next. We also believe in being proactive and taking whatever challenge comes our way — be it [NAME RESILIENCE CHALLENGE] — so that [CITY] cannot just be better in the short-term, but for the long haul. That's why we're becoming leaders in the effort to develop resilience as our city grows and changes, and why we have applied and been chosen to be one of the newest members of the 100 Resilient Cities network.

### Generic version

Our city is not one to turn away from a challenge. We are a crucial hub of culture and commerce, offering entertainment, work, housing, food, and comfort for [POPULATION] residents each year. Even as we've faced [INSERT TWO OR THREE PAST CHALLENGES; E.G., POPULATION GROWTH, NATURAL DISASTER OR FEAR OF NATURAL DISASTER, OR A STORY ABOUT THE MOMENT THAT BROUGHT YOU TO REALIZE THE IMPORTANCE OF BUILDING URBAN RESILIENCE IN YOUR CITY], our city has persevered, always knowing that there's room to learn and grow, and looking for better ways to be prepared for what comes next. That's why it is so important that we become a leader in the effort to develop resilience



to 21st-century challenges, and why we have applied and been chosen to be one of the newest members of the 100 Resilient Cities (100RC) Network.

**Then make sure your readers will understand “How is this initiative different and why is it relevant to us?” in 250 words or less.**

As [CITY] joins the global 100RC network, we are taking the view that “resilience” is essential to making our city better, both in the short- and long-term. It’s about taking a comprehensive look at our city, its history, and its people, and looking for ways to not just survive but to adapt and thrive, by tackling underlying challenges and readying ourselves for new ones. For instance, it does not isolate [NAME LONG-TERM RESILIENCE CHALLENGE] from [NAME POTENTIAL SHOCK, SUCH AS A NATURAL DISASTER]. More than 700 cities have applied to join the network, and we are one of only 100 selected to pioneer this movement. The program has concrete, actionable benefits for our city that resonate at home and around the world, and will begin right away.

**Next, everyone wants to know “Why did you apply?” So tell them in 250 words or less (in narrative form).**

Simply put, we [BRIEF NARRATIVE ABOUT THE CHALLENGES YOUR CITY WOULD FACE WITHOUT THE PROGRAM]. In a world of constrained resources, this network will make the most out of what we have. By placing a resilience lens on all that we do, we can invest in projects with multiple benefits. Rather than simply laying pavement the next time we need a new road, for example, we can elevate it to double as a floodwall, and light it to reduce crime. We can use it to connect disparate neighborhoods and improve community cohesion. We could even add a bike lane to promote healthy lifestyles. When we look for ways to be resourceful and maximize every opportunity available, we will end up with a city that is stronger and more efficient in the short- and long-term.

**THEN, share more about the program,**

One of the key benefits of the program is the funding to hire a Chief Resilience Officer (CRO) to identify our city’s top resilience priorities and to work with residents and local officials to put them into action. Medellín, Colombia’s CRO, Oscar Santiago Uribe Rocha, is already talking about 100RC’s transformative power, saying his city “learned that resilience has one greater purpose in Medellín, [to] protect our highest value, the life of all our citizens.” (*An optional quote from Atyia Martin, CRO of Boston: “Boston’s CRO, Dr. Atyia Martin, says the creation of the city’s Resilience Strategy is “really about implementation and making the type of change and taking the kind of action that really enhances resilience.”*)

For [CITY], the CRO will gain access to international partners and support organizations, such as Microsoft, Veolia, and the World Bank, needed to implement a Resilience Strategy. He or she will also have access to the experience and expertise of the other 99 cities in this

network. We will be both a teacher and a student as we make our city stronger for the challenges that lie ahead. The network isn't just a place to learn. It's a place to share our thinking and best practices, talk about new models, and discuss pilot projects with cities all over the world. No matter the medium, we get to talk about what we do that works.

**And close with a call to action: What can you do to help? In approximately 150 words.**

Ultimately, resilience is about protecting the livelihoods of our friends and our loved ones in [CITY]. So how can you take action? How can our community be enabled to prepare and plan for tomorrow's challenges in an informed, empowered way?

One of our goals as we work with 100RC is to bring a greater number of partners to the planning table within our city. A wider range of stakeholders allows us to broaden our understanding of the threats that we face. That means we want to hear from you right away. Start by telling us how you are resilient in your daily life. Tell us how your local business provides jobs to citizens, how a company headquartered here can share evacuation plans. Tell us about the challenges you face as a resident of [CITY]. Share your ideas. Join this growing conversation by reaching out to [INSERT CITY CONTACT INFO].

No one can be certain what will happen next. But that doesn't mean we won't be ready.



## TALKING POINTS

### Topline message

- 100 Resilient Cities (100RC) — Pioneered by The Rockefeller Foundation, is a \$160+ million commitment dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century.
- Since its launch during The Rockefeller Foundation's Centennial in 2013, 100 Resilient Cities has helped cities around the world build resilience to the threats that are increasingly part of the 21st century. Cities like New Orleans, Paris, and Medellín have already shown and seen the great impact of resilience-building.
- When we talk about resilience, it is important to note that we are not just talking about the shocks (such as fires, floods, earthquakes), but also about the stresses that affect a city on a day-to-day or cyclical basis — crime and violence, transportation, and social inequity. After all, cities have been *destroyed* by stresses like crime or changing macroeconomic trends — slower, insidious forces, rather than one-off events.
- By looking at shocks and stresses simultaneously, and planning for them holistically, 100RC aims to help cities deliver critical services in both good times and bad. Additionally, resilience-building often seeks to improve the efficiency of municipal services, by bridging collaboration between government departments, rather than increasing budgets.

### Why focus on cities?

- From fault lines to sea level rise, population growth and traffic congestion, violence, or all of the above, cities everywhere face a new normal of chronic stresses and acute shocks.
- The need for resilience strategies is driven by three forces:
  - **Urbanization.** By 2050, more than two-thirds of the world's population will live in cities, putting new strains on limited resources.
  - **Globalization.** Cities are more interconnected than ever before, and a system failure in one city can cause collapse in economies across the globe.
  - **Climate change.** For the many cities located in fragile ecosystems and along coasts, the impacts of climate change can be particularly catastrophic. Coastal flooding could produce damages costing \$1 trillion a year by 2050.

### Why join 100RC?

- As part of 100RC, our city will be eligible to receive important, high-level support and access from this \$164 million global effort. Our city will receive four key offerings:
  - Financial support to hire and empower a city Chief Resilience Officer, or CRO, a central point of contact within each city to coordinate, oversee, and prioritize resilience-building activities and lead the development of a comprehensive Resilience Strategy.
  - Support for that Chief Resilience Officer to lead stakeholders in the development of their Resilience Strategy. This strategy, developed over the course of six to nine months, will serve as the city's roadmap to resilience.
  - Access to the 100RC Platform of Partners to support implementation of the Resilience Strategy. The 100RC Platform provides tools and services at no direct charge to cities, including solutions that integrate big data, analytics, technology, resilience land-use planning, infrastructure design, innovative financing supports, and insurance products.
  - Membership in the 100RC Network, which connects member cities to share knowledge and resilience best practices, and foster new relationships and partnerships.
- Together, these offerings provide value to cities in the millions or even tens of millions of dollars. And in a time of limited resources, this planning process will help us make the most of every project we start or initiative we undertake.
- It's important to note that through the 100RC Network, not only will we be learning from other cities, but we will also be teaching the world about what our city has done right. It's an exciting opportunity to elevate our city on the world stage.

### The 2015 Challenge and our city

- Our city was selected from among more than 325 applicants that applied to the 2015 Challenge, and will be part of the third cohort of network cities — the first 32 were announced in December 2013. Our city is part of the final group of 100RC member cities to be invited to the network, and this year's application was especially competitive.
- Over the course of three years, more than 1,000 applications have been submitted to the 100RC Challenge.
- We join a diverse group of cities such as Mexico City, Mexico; Amman, Jordan; New York City, USA; Accra, Ghana; Chennai, India; and Bangkok, Thailand.



- Our application focused on [NAME Resilience Shocks/Stresses] and we're ready to get to work.

### Next steps

- Our interaction with 100 Resilient Cities will begin with an agenda-setting workshop bringing together technical experts and stakeholders from across the city. We will then appoint a Chief Resilience Officer, begin a resilience strategy development process, access the platform partners, and start to take part in the network.
- The experience will be slightly different for each city, and we will learn more in the weeks and months ahead.

## BRANDING AND IDENTIFICATION MATERIALS

We want you to be able to show off your new Network status and use the 100RC name to underscore the importance of having conversations about urban resilience — and acting on them. Place this badge on your city's web properties, graphic newsletters, and beyond, to spread this message and advance the conversation.

When applying the badge, please remember to embed the 100 Resilient Cities website link so the reader has direct access to the site: [www.100resilientcities.org](http://www.100resilientcities.org).



## SECTION 4. LEARN

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### NEXT STEPS

We will be working with you to determine the best time to start this new engagement, based on a variety of factors, including the timing preferences you listed within your application that reflect, for example, election cycles, the launch of other major initiatives, and capacity within the government. This means that our engagement will not necessarily start next month. To give you a better sense of the year to come, the current 100 Resilient Cities Engagement Cycle is roughly as follows:

Our engagement begins with a period of city orientation (100RC getting to know your city, and you getting to know 100RC and the opportunities this partnership affords). Early in the process, we will jointly plan an agenda-setting workshop, with the City Leader and diverse stakeholders from across sectors. This is followed by (or sometimes happens concurrently with) the CRO recruitment process and announcement. Once the CRO is appointed, we kick off the strategy development phase — an intensive period that occurs over six to nine months, led by the CRO with technical support from global experts, and requiring substantial involvement from city leadership and stakeholders.

While this timeline highlights the major milestones on the 100RC journey, the specific engagement dates for your city will be determined by the representatives working closely with the 100RC team. During the welcome call, we will further discuss the considerations that will influence the start dates for the agenda-setting workshop, CRO recruitment, and strategy development.

100 Resilient Cities Engagement Cycle Steps to be completed **by June 15, 2016** (detailed further in the following pages):

- **Welcome call:** This call is designed to welcome you, introduce you to the 100RC team and vice versa, and start discussing specific next steps.
- **Identifying a point of contact:** After the welcome call, the City has to assign a single point of contact with whom 100RC will work directly, along with a few others. 100RC will work closely with the primary point of contact on a variety of tasks, including grant negotiation and workshop planning — this person should be someone with seniority and capacity.



### Subsequent 100 Resilient Cities Engagement Cycle Steps:

- **Orientation:** We will provide the points of contact in your city with a detailed introduction to our organization and the way we work with our member cities. It is also a time for us to get a deeper understanding from you of your city's relevant systems and processes and how best to approach working together. The orientation will be conducted mostly by phone but might include a visit by 100RC to your city.
- **Agenda-setting workshop:** We begin our engagement with new member cities with an agenda-setting workshop. These are high-profile, thought-provoking events involving a diverse group of stakeholders and city leaders, catalyzing the community around the effort, and exposing a broad set of resilience issues.
- **CRO recruitment:** The agenda-setting workshop provides member cities with valuable insights and perspectives about the necessary role of the CRO for their unique city. After the workshop, cities can begin defining the responsibilities and characteristics required to fulfill this critical position. Given the significance of this period and the complexity of appointing a senior official, we recommend each member city work closely with their Associate Director for City Relationships, the 100RC staff member assigned to support your city, to ensure that the opportunity for the CRO is maximized and that due diligence is met for executing a grant to your city. While 100RC defers to the city's choice of CRO candidate, we expect to have input into the content of the job description and to confirm that the final candidates all satisfactorily meet the job description criteria. 100RC is also happy to be more closely involved in the CRO selection process if the city wishes. For example, we often sit on the CRO selection panel. We cannot participate in the selection of one candidate over another but we can help to interview the candidates and to answer questions about 100RC's expectations and our lessons learned to date.
- **Strategy development process:** The Resilience Strategy serves as a roadmap to build resilience in the city: It articulates the city's priorities for building resilience through specific initiatives for immediate implementation as well as the city's longer-term future, and it triggers action, investment, and support within city government and from outside groups. The CRO, as the central coordinator and champion of resilience-building, is responsible for the design, development, and implementation of the city's Resilience Strategy. Cities will use the strategy process to innovate and create new opportunities and solutions depending on their local context, capacity, and priorities.
- **Implementation:** Once the strategy document is complete, we begin the most exciting and transformational part of our relationship: executing on the city's shared priorities and ambitions. To help support this phase, 100RC has already formed partnerships

with some of the world's leading resilience solution providers. From commercial entities who provide risk-assessment software, to academic institutions with best practices; and multi-lateral organizations providing technical assistance for natural hazards, 100RC is building the world's most powerful network of partners to help our member cities deploy their strategies. Importantly, 100RC recognizes the value of cities identifying quick wins and tangible projects and initiatives in their Resilience Strategies to start immediately following their release. By focusing on both implementable short-term solutions and long-term systemic projects simultaneously, 100RC seeks to enable cities to build momentum for long-term involvement and funding for resilience-building efforts.

Given this approach, 100RC feels strongly that our engagement with your city over these next few years is a catalyst for long-term resilience-building. We are committed to providing our members with four essential ingredients (CRO, Strategy, Network, Platform), but each member city must leverage that investment to effectively transform their cities. They will do so by working beyond government, ensuring that a wide variety of stakeholders take part and contribute to the process. We view the city's administration, private businesses, institutions, and citizens as our partners in this ambitious agenda that begins today.

## WELCOME CALL

### 1. Welcome call with 100RC—by June 15, 2016

This call is designed to welcome you, introduce you to the 100RC team and vice versa, and start discussing specific next steps.

#### Scheduling the call

- a. We have set up an online scheduling poll to organize call times with each city. This tool can be accessed at <https://100resilientcitieschallenge.doodle.com/poll/qfq72c2anngs62g7>
- b. If you have any technical difficulties, please contact [challenge@100resilientcities.org](mailto:challenge@100resilientcities.org).
- c. Please select the time slots that would work for you based on the available options.
- d. Once you have selected your time slots and submitted your choices through the online tool, please send an email to [challenge@100resilientcities.org](mailto:challenge@100resilientcities.org) with the subject line "<Your City Name> Welcome Call" and indicate the following information:
  - i. **Your preferred language for the welcome call.**  
100RC staff has language capabilities in English, French, and Spanish, so please let us know your preference, or if you need 100RC to arrange additional translation services outside of those three languages. If your city has existing translation



services you would prefer to use, please indicate that in the email.

ii. **Anticipated list of participants, including full name, department, and position.**

It is essential to have the primary point of contact in attendance. Please see the section titled “Identify 100RC Points of Contact” on page 25 for additional recommendations for welcome call participants.

**Preparing for the welcome call**

- a. Please establish who should be present for the call and invite them.
- b. Once again, it is particularly important to have a person who can serve as an initial 100RC point of contact until the CRO is appointed.
  - i. This should be someone capable of conveying the information learned during the welcome call.
  - ii. It should also be someone who can handle logistics for the more robust “orientation call.”

Other city staff members are more than welcome to join this initial call. The focus will mainly be logistics, and the City Leader should feel no obligation to attend.

- c. A member of 100 Resilient Cities’ staff will coordinate the technical aspects of the call, such as securing a teleconference number to be distributed to all participants. We request that the city ensure the proper equipment and facilities locally, such as speakerphones and reliable connectivity.

## 2. Identify City Points of Contact for 100RC — by June 15, 2016

Throughout our partnership, we anticipate engaging with several stakeholders within our member cities. Please help us to identify a few key points of contact as soon as possible to ensure we can quickly begin the 100RC journey. Where possible, please identify these initial points of contact and invite them to the welcome call. In case these people are not available, please have their contact information available.

- a. Primary point of contact between your city and 100RC. This person will be responsible for day-to-day engagement and communication between the city and 100RC until the CRO is appointed.
- b. Lead/s for grant agreement (procurement/contracts). This/these person/s should currently be responsible for contracting between your city and other entities and will be required to get approval for and finalize legal contracts. In case your city is unable to directly sign a grant agreement, please identify an alternative entity/organization.
- c. Communications/Press/Media. This/these person/s should currently be responsible for all city-related communications and press and would support similar activities in connection with 100RC.



## ABOUT 100 RESILIENT CITIES

100 Resilient Cities (100RC) — Pioneered by The Rockefeller Foundation, is dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks — such as earthquakes, floods, disease outbreaks, etc. — but also the stresses that weaken the fabric of a city on a day-to-day or cyclical basis. Examples of these stresses include high unemployment, an overtaxed or inefficient public transportation system, endemic violence, or chronic food and water shortages. By addressing both the shocks and the stresses, a city can better respond to adverse events and is more capable of delivering basic functions in both good times and bad, to all populations.

Cities in the 100RC network are provided with resources along four pathways:

1. Financial and logistical guidance for establishing an innovative new position in city government: a Chief Resilience Officer (CRO), who will lead the city's resilience efforts.
2. Support for that Chief Resilience Officer to lead stakeholders in the development of a resilience-building strategy. This strategy, developed over the course of six to nine months, will serve as the city's roadmap to resilience.
3. Access to tools, service providers, and partners from the private, public, and non-profit sectors that can help cities develop and implement their Resilience Strategies. Current partners include data analysis companies, reinsurance companies, architects, energy experts, and more.
4. Inclusion in the 100RC Network, through which CROs can share best practices, solve problems collectively, and learn from one another and from other resilience experts.

Through these offerings, 100RC aims not only to help individual cities become more resilient, but also to facilitate the creation of a global practice of resilience-building. 100RC began working with our first group of 32 cities in December 2013, and the second cohort of 34 in December 2014.

100 Resilient Cities is financially supported by The Rockefeller Foundation and managed as a sponsored project by Rockefeller Philanthropy Advisors (RPA), an independent 501(c)(3) nonprofit organization that provides governance and operational infrastructure to its sponsored projects.

Kirk Caldwell  
 Mayor  
 City and County of Honolulu  
 530 South King Street, Room 300  
 Honolulu, Hawaii, 96813

## DRAFT GRANT AGREEMENT

Dear The Honorable Mayor Kirk Caldwell:

Rockefeller Philanthropy Advisors, Inc. ("RPA"), on behalf of the 100 Resilient Cities Initiative ("100RC" or the "Project"), a sponsored project of RPA (together, "RPA/100RC"), has approved a grant to the [CITY AND COUNTY OF HONOLULU] ("GRANTEE") for the purposes described herein. This letter (the "Grant Agreement" or "Agreement") summarizes the terms and conditions under which RPA/100RC has awarded this grant to GRANTEE. In accepting this grant, GRANTEE becomes a Member City of 100RC.

1. **Amount and Purpose of Grant.** The purpose of this grant is to fund a Chief Resilience Officer for the [CITY AND COUNTY OF HONOLULU] and assist GRANTEE in building its capacity to maintain and recover critical functions despite shocks and stresses so that the city's people, communities and systems can bounce back more quickly and emerge stronger from these shocks and stresses. GRANTEE, as a Member City, will partner with RPA/100RC to develop and begin implementation of a Resilience Strategy. These responsibilities are outlined in the City Commitment, Milestones and Deliverables Schedule attached, hereto, as Addendum 1. To accomplish these goals, the grant is structured in two components:
  - a. **Direct Funding** - GRANTEE will receive direct funds up to XXX per year to pay for the salary and benefits of the position of Chief Resilience Officer ("CRO") for a period of two years. The exact amount of the direct funds will be finalized after GRANTEE has provided the CRO's resume and proof of comparable salaries and RPA/100RC has reviewed the candidate selected and their actual salary and benefits. The responsibilities of the CRO will include driving the development and implementation of a Resilience Strategy for the city and working with RPA/100RC through an assigned Associate Director ("AD") to coordinate services and technical support. To optimize the effectiveness of the CRO, the position will be a prominent leadership position, empowered by the full support of the City's Mayor or local equivalent. A draft organizational chart created by the CITY and illustrating the CRO's position and any staff working within the CITY hierarchy is attached, hereto, as Addendum 3.
  - b. **In-Kind Technical Assistance and Capacity Development** - RPA/100RC will contribute in-kind technical assistance and capacity development to accomplish the grant purpose in several ways. RPA/100RC will dedicate and fund resources to work with GRANTEE to support the city's development of a Resilience Strategy. This will include making available RPA/100RC staff experts and other service providers hired by RPA/100RC to work directly with GRANTEE as needed. Also,



RPA/100RC will develop a platform of third-party partners (“Platform Partners”) who can offer tools and services to GRANTEE to assist in creating and implementing a resilience agenda. RPA/100RC will also organize a CRO peer network so that GRANTEE’s CRO can connect with CROs from across the globe to share strategies and learnings. GRANTEE as a Member City agrees, where it is in the best interest of the city and consistent with the development and implementation of its Resilience Strategy, to work with the resources and Platform Partners made available to GRANTEE through this grant. Separate agreements regarding the specific terms of such services may be required.

2. **Term of Grant.** Direct funding for the position of CRO will be provided to GRANTEE for two years from date of **hire/appointment** of CRO. In-kind technical assistance, capacity development, and Platform Partner services will be provided as needed for a term of three years from the **hire/appointment** of CRO, and may be extended through the request of an extension or modification of the grant. RPA/100RC will deem the Grant Agreement null and void if the CRO is not receiving salary and benefits within one year of the execution of this Agreement.
3. **Legal Status of Grantee.** RPA/100RC has made this grant with the understanding that the GRANTEE is a government entity or instrumentality as defined in the United States Internal Revenue Code, or alternatively the code of a foreign government, or agency or instrumentality of a foreign government
4. **Payment of Grant Funds.** RPA/100RC will disburse grant funds to GRANTEE in support of the first year’s salary and benefits, as defined above, upon receipt of this Grant Agreement signed by an authorized officer of GRANTEE, receipt of all documentation detailed in Addendum 2, and upon the hiring of a qualified CRO candidate who has undergone 100RC review and approval. The CRO must be receiving salary and benefits from the GRANTEE before grant payment can be made. Grant funds in support of the second year’s salary will be disbursed on the anniversary of the CRO’s hiring subject to completion and public release of GRANTEE’s Resilience Strategy and compliance with all other terms and conditions of this Grant Agreement.
5. **Use of Grant Funds.** Subject to the terms and conditions of this Grant Agreement, GRANTEE agrees to use the grant funds provided solely for the charitable purposes described above and to achieve the specific deliverables described in the Addendum 1. GRANTEE will promptly inform RPA/100RC and AD of any changes in key personnel, or significant difficulties in making use of the funds for the purposes described herein. Change of CRO must be approved in-writing by 100RC in order to maintain eligibility for direct funding of CRO salary and benefits.
6. **Return of Unused Funds.** Any unused grant funds, and any income earned on grant funds not spent or committed for the purposes of the Project, must be promptly returned to RPA/100RC within 60 days of notice from RPA/100RC.
7. **Anti-Terrorism/Anti-Corruption.** GRANTEE hereby confirms that it complies with all U.S. anti-terrorism laws and regulations, including Executive Order 13224 and the Global Terrorism Sanctions Regulations set forth in 31 CFR Part 594. GRANTEE certifies and warrants that it will not directly or indirectly engage in, support or promote violence, terrorist activity or related training, money laundering, corruption or any other unlawful or illegal



activity. In addition, you represent and warrant that you have or will have, as of the execution of this Grant Agreement, the necessary systems in place to reasonably detect and prevent corruption, terrorism, fraud and money laundering.

8. **Reports.** GRANTEE will use reporting templates provided by RPA/100RC to submit full and complete reports on the manner in which the funds are spent based upon the approved program plan and budget GRANTEE submitted, and the progress made in accomplishing the purpose of the grant. Reports should be completed according to the schedule and requirements laid out in the attached Addendum 1.

All reports must be signed by the CRO and their supervisor. In addition, please send to RPA/100RC copies of papers, manuscripts, and other materials that are produced as a direct result of RPA/100RC's grant upon request.

9. **Requesting an Extension or Modification of the Grant.** To request an extension or modification of this grant, GRANTEE must submit a detailed explanation of the need for the extension or change with an up-to-date progress report and financial accounting. Under no circumstances can the purpose of the grant be modified.

All extension or modification requests should be sent to the AD via e-mail. If the request is approved, RPA/100RC will send a written notification to your organization amending this Grant Agreement, which will include a revised schedule of deliverables, reporting requirements, and new payment terms, if applicable. This notification should be appended to the original Grant Agreement.

10. **Contacts.**

- 100 Resilient Cities – Katya Sienkiewicz, Associate Director, [ksienkiewicz@100resilientcities.org](mailto:ksienkiewicz@100resilientcities.org), (646) 612-7171 ext. 146
- GRANTEE Grant Administrator – Roy K. Amemiya, Jr., Managing Director, [ramemiya@honolulu.gov](mailto:ramemiya@honolulu.gov), (808) 768-6222
- GRANTEE Financial Manager – Raelynn Gaspar-Asaoka, Administrative Services Officer, [rgaspar@honolulu.gov](mailto:rgaspar@honolulu.gov), (808) 768-4204
- GRANTEE Communications Contact 1 – Nicole A. Velasco, Executive Director, Office of Economic Development, [nvelasco@honolulu.gov](mailto:nvelasco@honolulu.gov), (808) 768-6638
- GRANTEE Communications Contact 2 – Justin Gruenstein, Executive Assistant, [jgruenstein@honolulu.gov](mailto:jgruenstein@honolulu.gov), (808) 768-6603
- Rockefeller Philanthropy Advisors, Inc.: Kate Mulligan, [kmulligan@rockpa.org](mailto:kmulligan@rockpa.org).
- Communications-related questions should be addressed to 100RC Communications Office, [MYoung@100RC.org](mailto:MYoung@100RC.org).

11. **Record Maintenance, Inspection and Retention.** GRANTEE agrees to maintain clear and adequate records of receipts and expenditures for this grant and make such records available to RPA/100RC upon request. GRANTEE agrees to maintain separate reporting and accounting for grant funds. GRANTEE does not need to open a separate bank account. GRANTEE agrees to retain its accounting records related to the Project, as well as copies of the reports submitted to RPA/100RC, for at least four years after completion of the use of the grant funds. GRANTEE recognizes RPA/100RC's right to audit GRANTEE's books and records with respect to these funds.



12. **License to Use Materials.** GRANTEE hereby grants RPA/100RC a perpetual, worldwide, non-exclusive license to use, reproduce, distribute, display, perform, edit, adapt, create derivative works from and otherwise utilize, exploit and sublicense, in all languages and all media now known or hereafter developed, all written work or reports, publications of any kind, and any materials of any nature created by GRANTEE regarding this grant, as a result of this grant or in connection to this grant (collectively, the "Materials").
13. **Warranty and Covenants.** GRANTEE represents and warrants that GRANTEE has the full right and authority to grant licenses and rights granted in this Agreement and that GRANTEE's rights in any of the Materials and RPA/100RC's license of the Materials will not violate any intellectual property, contractual or other rights of any third party.
14. **Monitoring and Evaluation.** GRANTEE agrees to participate in evaluation activities as directed by RPA/100RC to enable RPA/100RC to monitor and evaluate key aspects of the Project. GRANTEE also agrees to make its books and records available for inspection by RPA, 100RC or its designee at reasonable times and permit us to monitor and conduct an evaluation of operations under this grant, which may include a visit by our personnel or our designee to observe GRANTEE, a discussion of the grant with your organization's staff, and a review of financial and other records connected with this grant.
15. **Compliance and Termination.** In the event that RPA/100RC or GRANTEE decides to terminate this grant before the end of the grant term for any reason, RPA/100RC will require GRANTEE to provide a financial report showing expenditures to date of termination. If expenditures exceed grant funds paid, RPA/100RC will make payment in the amount of the excess expended, provided that such expenditures are reasonable and all Deliverables due to that point or otherwise agreed between RPA/100RC and GRANTEE have been submitted to RPA/100RC. If grant funds paid exceed expenditures, GRANTEE will be required to remit the balance to RPA/100RC.
16. **Confidentiality.** In the course of the grant activities, GRANTEE may have access to or be directly or indirectly exposed to RPA/100RC's confidential information, including information relating to programs, financial information, grantmaking processes and any proprietary information, but not including information that was known to GRANTEE or in the public domain before disclosure or that becomes part of the public domain except by a breach of this Agreement by GRANTEE. GRANTEE agrees to use reasonable measures to hold confidential all such confidential information and shall not, without RPA/100RC express consent, use it for purposes other than those permitted in this Grant Agreement or disclose it to third parties.
17. **Grant Announcements; Public Reports and Use of RPA, 100RC Name and Logo**  
GRANTEE acknowledges that (i) RPA owns all rights in "Rockefeller Philanthropy Advisors," "RPA," "100 Resilient Cities," "100RC," and its other names, trademarks, service marks, logos, and other indicia of source (collectively, "RPA Marks"); (ii) the RPA Marks must be used in accordance with RPA's quality control standards conveyed to GRANTEE from time to time; (iii) all goodwill arising from use of the RPA Marks under this Grant Agreement will inure to the benefit of RPA and GRANTEE will not acquire any rights of any nature in any of the RPA Marks; and (iv) GRANTEE will not (and will not assist any party to) register or attempt to register any RPA Mark in any jurisdiction in the world.



RPA encourages GRANTEE to announce this grant; however, GRANTEE must receive approval, in advance, from the AD to use any RPA Mark or any language that purports to interpret RPA/100RC intent in making the grant. GRANTEE agrees to note in its communications that RPA is supporting GRANTEE's efforts through its sponsored project, 100RC.

The designated AD must also approve, in advance, any press release or other media or public communication, written or electronic, GRANTEE intends to issue concerning the awarding of the grant. AD must also approve, in advance, any use of the RPA Marks for any purpose. Member Cities are free to disseminate information about their experiences and findings during the course of the Project to those who might benefit from this knowledge; in that connection, RPA, through its Project, 100RC, views itself as an active partner that can further enhance and expand communications outreach and expects to be notified in advance regarding media outreach. For further information or assistance related to communications concerning this grant, please contact the AD.

100RC's Web site will include specific information about your participation as a Member City. This information will be updated regularly.

18. **Relationship of Parties.** The relationship of RPA/100RC to GRANTEE is that of grantor and grantee. RPA/100RC is not responsible or liable for strategies or outcomes of strategies developed as a result of activities performed under this Grant Agreement. Nothing contained in this Grant Agreement shall be deemed to constitute either party a legal partner, joint venturer, employee or agent of the other party for any purpose. Neither party has the power to bond the other party or to incur any obligations on its behalf, without the other party's prior written consent.
19. **Indemnification.** To the extent permitted by the laws governing GRANTEE, GRANTEE agrees to defend, indemnify and hold harmless RPA/100RC, its officers, agents, and employees, from and against any liability, loss, expense or damages (including all costs and reasonable attorney's fees) or claims for injury arising out of or in any way connected to the activities carried out pursuant to the terms of this Grant Agreement, including claims for loss or damage to any property, or for death or injury to any person or persons. Further, GRANTEE agrees to defend and indemnify RPA/100RC against any liabilities, damages or expenses (including all costs and reasonable attorney's fees) that RPA/100RC incurs based on a third party claim arising from a breach of GRANTEE's warranties, covenants, duties or obligations under this Agreement that may result from any action or omission of GRANTEE, its contractors and subcontractors, or any of its or their officers, agents or employees.
20. **Governing Law.** 100RC/RPA, as the grantor, makes the selection of governing law that will apply to this Agreement. The selection is determined, in part, by 100RC/RPA's limited capacity to develop working knowledge of the laws governing the many Member Cities of the Project. Therefore, This Agreement will be governed by and construed in accordance with the substantive laws of the State of New York, United States of America, without regard to the choice of law principles. United States law applies to the extent issues are covered under federal laws.
21. **Authority.** You represent and warrant that you have the full legal right and authority to enter into this Agreement on behalf of GRANTEE.



22. **Entire Agreement.** This Agreement in English, including the attached Addendums, constitutes the entire understanding between GRANTEE and RPA/100RC with respect to its subject matter and supersedes all prior agreements, discussions or representations between us. Any modification of this Agreement must be in writing, signed by RPA/100RC and GRANTEE. On behalf of RPA/100RC, may I extend every good wish for the success of your work.

Sincerely,

Date:

Walter Sweet  
Vice President  
Rockefeller Philanthropy Advisors, Inc.

The undersigned organization agrees to the terms and conditions set forth in this letter.

GRANTEE

Signed:

Name:	
Title:	
Date:	

Addendum 1: City Commitment, Milestones, and Deliverables Schedule - To be completed in consultation with the City's assigned 100RC Associate Director

Deliverable	Due Date
Ongoing Activities	Ongoing
<ol style="list-style-type: none"> <li>1. City will coordinate with 100RC all press activity around resilience building during time grant is active</li> <li>2. [add any other agreed upon activities here, i.e. coordination calls]</li> </ol>	
Signed Grant Agreement	[Fill in Date]
<ol style="list-style-type: none"> <li>1. City will ensure grant is executed and supporting documentation has been provided as outlined in Addendum 2</li> <li>2. City will assign a Grant administrator and provide contact information to 100RC</li> </ol>	
Hire/Appoint and Empower Chief Resilience Officer (CRO)	[Fill in Date]
<ol style="list-style-type: none"> <li>1. City will hire/appoint a CRO into a prominent leadership position with the full support and authority of the Mayor. The CRO's role will include: <ol style="list-style-type: none"> <li>a. Establish a compelling vision for resilience and lead city dialogue around resilience</li> <li>b. Drive the development of a Resilience Strategy</li> <li>c. Serve as primary point of contact for the 100RC network and platform partners</li> <li>d. Be a productive peer contributor in the 100RC network</li> </ol> </li> <li>2. City will formally announce CRO and establish role within City</li> <li>3. City will support the CRO in coordination and convening resources to drive implementation of the Strategy</li> </ol>	
First Grant Payment	Upon Receipt of Required Documentation (see Addendum 2)
<ol style="list-style-type: none"> <li>1. Prior to Grant Payment City will provide all documentation outlined in Addendum 2: <ol style="list-style-type: none"> <li>a. CRO name &amp; resume</li> <li>b. Final organization chart</li> <li>c. Proof of remuneration to be paid to the CRO</li> </ol> </li> <li>2. The CRO must be hired and receiving salary and benefits before grant payment will be made to the City</li> </ol>	
Resilience Strategy	Within 9-12 Months of the CRO's Hire/Appointment*
<ol style="list-style-type: none"> <li>1. Mayor or equivalent will commit and ensure participation of high level City officials.</li> <li>2. City will support CRO in working with 100RC and selected consultant partner, funded by RPA/100RC, to develop a Resilience Strategy</li> <li>3. City will share interim Resilience Strategy deliverables with 100RC Member Cities and their strategy partners for the purpose of network learning</li> <li>4. City will complete a Resilience Strategy</li> <li>5. City shares publically their Resilience Strategy</li> </ol>	
Semi-Annual Reporting	Annually June 30 & December 31 During Life of Grant
<ol style="list-style-type: none"> <li>1. Progress &amp; Fiscal Report – Grant Administrator will provide complete and accurate overview of progress in the 100RC program. 100RC will provide format and reporting requirements each May and November.</li> <li>2. Reports must be approved by the CRO's supervisor prior to submission to 100RC.</li> </ol>	
Access and Use 100RC Platform of tools and services	CRO is Hired/Appointed
100RC will make Platform tools available to member Cities when the CRO is hired/appointed.	

\*The due date for this deliverable is subject to when the CRO is hired/appointed. The Resilience Strategy is expected to be a six to nine-month process started within the first three months of the CRO being hired/appointed. If a time extension is required, a written request should be made to the 100RC Associate Director.



## Second Grant Payment

## Anniversary of the CRO's Hiring Subject to Completion of the Resilience Strategy

The second grant payment will be made after the Resilience Strategy is completed and no sooner than the anniversary of the CRO's start date. Prior to issuing the payment a letter from the Mayor or City Executive which requests the next grant payment and briefly addresses the following will be required:

1. The contributions the CRO has made to the City to-date
2. The vision for the CRO role in the coming year
3. What the potential is for the position to be permanently institutionalized within city government

## Addendum 2: Required Supplemental Documentation

Due Date	Documentation	Description
Before Execution of Grant Agreement	<b>Calculation &amp; Validation of CRO Salary &amp; Benefits</b>	<ol style="list-style-type: none"> <li>1. <u>Salary</u>: a pay scale for the appropriate city title; comparable salary information for currently-filled like positions.</li> <li>2. <u>Benefits</u>: an administrative instruction or policy as established by the overseeing human resource agency.</li> </ol>
	<b>CRO Position</b>	<ol style="list-style-type: none"> <li>1. CRO job description</li> <li>2. Job posting (if being advertised)</li> </ol>
Draft Before Execution of Grant Agreement	<b>Organization Chart or Narrative</b>	Org chart or narrative should include: <ol style="list-style-type: none"> <li>1. CRO's office title (i.e. Deputy of X)</li> <li>2. Department where CRO will sit</li> <li>3. CRO's peers within the department</li> <li>4. Chain of command between the department and Mayor (or equivalent)</li> <li>5. Who the CRO reports to</li> <li>6. Who reports to the CRO (where applicable)</li> </ol>
Final Before Payment		
Before Payment	<b>Selected CRO and actual remuneration</b>	<ol style="list-style-type: none"> <li>1. CRO's name</li> <li>2. CRO's resume</li> <li>3. Proof of remuneration to be paid to the CRO</li> <li>4. Confirmation that CRO has started receiving salary and benefits from the City</li> </ol>
	<b>Proof of Entity</b>	<ol style="list-style-type: none"> <li>1. For US grantees a W9 and IRS Tax Exemption letter are required.</li> <li>2. For international grantees an equivalency is required. Please contact 100RC for additional guidance.</li> </ol>
	<b>Wiring Information</b>	<p>An electronic payment information form will be provided by 100RC to be completed by GRANTEE</p> <ol style="list-style-type: none"> <li>1. For US grantees, grant payment will be made via Automated Clearing House (ACH)</li> <li>2. For International grantees, grant payment will be made via wire transfer</li> </ol>



Addendum 3: Organizational Chart - To be completed in consultation with the City's assigned 100RC Associate Director

CITY COUNCIL  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII  
CERTIFICATE

**RESOLUTION 16-162**

Introduced: 06/27/16 By: ERNEST MARTIN – BY REQUEST Committee: BUDGET

Title: RESOLUTION AUTHORIZING THE MAYOR OF THE CITY AND COUNTY OF HONOLULU OR HIS AUTHORIZED DESIGNEE TO APPLY FOR GRANT FUNDS AWARDED THROUGH THE 100 RESILIENT CITIES, FINANCIALLY SUPPORTED BY THE ROCKEFELLER FOUNDATION/ROCKEFELLER PHILANTHROPY ADVISORS, INC., AND TO ENTER INTO PRIVATE GRANT AGREEMENTS RELATED THERETO.

Voting Legend: \* = Aye w/Reservations

07/20/16	BUDGET	CR-233 - RESOLUTION REPORTED OUT OF COMMITTEE FOR ADOPTION.
08/03/16	COUNCIL	CR-233 AND RESOLUTION 16-162 WERE ADOPTED. 9 AYES: ANDERSON, ELEFANTE, FUKUNAGA, KOBAYASHI, MANAHAN, MARTIN, MENOR, OZAWA, PINE.

I hereby certify that the above is a true record of action by the Council of the City and County of Honolulu on this RESOLUTION.

  
\_\_\_\_\_  
GLEN I. TAKAHASHI, CITY CLERK

  
\_\_\_\_\_  
ERNEST Y. MARTIN, CHAIR AND PRESIDING OFFICER